



# *PRISM* 'Professional'

**CONFIDENTIAL**

This report has been prepared for

**Sample Professional**

30 April 2012

*Using brain science to enhance personal and business performance*

# CONFIDENTIAL

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## How can *PRISM* help me?

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Dear Sample,

You recently completed a *PRISM* Inventory - the self-reporting behavioural instrument. This report has been given to you to provide some feedback about the analysis of your responses to the Inventory. When considering this report's descriptions of your behavioural preferences, it is important to recognise that they are based on the answers you gave and it represents, therefore, the way you see your behaviour, rather than how your behaviour might be described by another person.

It is important to stress that no profiling tool is infallible. As with all self-report instruments, the accuracy of this report depends on the frankness and accuracy with which you completed the Inventory.

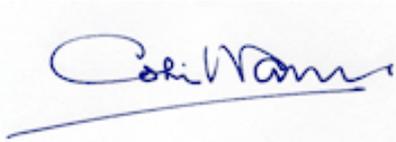
An important objective of this report is to help you to learn more about yourself and your behaviour preferences, so that you will be able to exploit your strengths to your best advantage and also minimize the likely impact of those strengths if they are overdone. The more you understand how you approach situations, the better you will be able to work to your full potential and make decisions that result in greater satisfaction. The planning steps below should help you increase your self-knowledge and identify areas of strength and development.

It is important that you set aside some quiet time to read through your report a number of times. Please pay close attention to what it says about you and highlight the statements you believe most accurately describe you.

Next, mark any comments that surprise you or indicate areas where you feel you could improve your effectiveness. Consider these qualities and ask people who know you well about them to see if they are true. If, after reflection, the information still seems to be at odds with your experience, you may find it valuable to discuss the contents with someone who knows you well. No questionnaire will ever know you as well as you know yourself. However, it is possible that in some circumstances, you may not have thought about certain aspects of your behaviour.

Having studied the report carefully, it is important that you draw up a list of those areas that you intend to focus on to help you improve your work and personal life. Carefully examine your current situation and set some realistic goals for increasing your effectiveness. In particular, plan what you are going to do to avoid or guard against those behaviours that may inhibit your effectiveness and performance in the future.

We hope you will find this report both enlightening and rewarding.



*PRISM* Brain Mapping

## Why is *PRISM* different?

*PRISM* is a neuroscience-based instrument specifically designed to identify the behavioural preferences that directly relate to personal relationships and work performance.

Neuroscience – which has seen most of its major discoveries made in the last 10-15 years – has proved that the brain is remarkably elastic in terms of its capacity for change. *PRISM* focuses, not only on the brain's functional architecture, but also on how the neural networks interact with brain chemicals such as glutamate, dopamine, noradrenaline, serotonin, testosterone and oestrogen to create behaviour. Modern neuroscience rests on the assumption that our thoughts, feelings, perceptions, and behaviours emerge from electrical and chemical communication between brain cells. It is these very same neuroscientific discoveries that have facilitated the development of the *PRISM* Profiling Method.

Rather than the theoretical concepts of many traditional tests, *PRISM* measures the things that people like doing and the behavioural characteristics related to those things. Research shows that people whose interests match their occupations and activities find greater satisfaction, are more productive, and have higher levels of motivation. These results can increase the individual's work performance and enhance the chances of career success. Indeed, a Harvard Business Review study has shown that staff turnover almost doubles when no job suitability match has been undertaken. The study also concluded that 80% of staff turnover can be attributed to mistakes made during the employee selection and recruitment process.

To facilitate understanding, *PRISM* uses colours to illustrate the behaviour preferences. Although the *PRISM* model is a metaphor for brain functioning, the *PRISM* maps represent the dynamic interaction that takes place within the brain and is based on the principle that no one part of the brain does solely one thing and no one part of the brain acts alone. All our thoughts, emotions and actions are the results of many parts of the brain acting together.



## Why is *PRISM* different? [Continued]

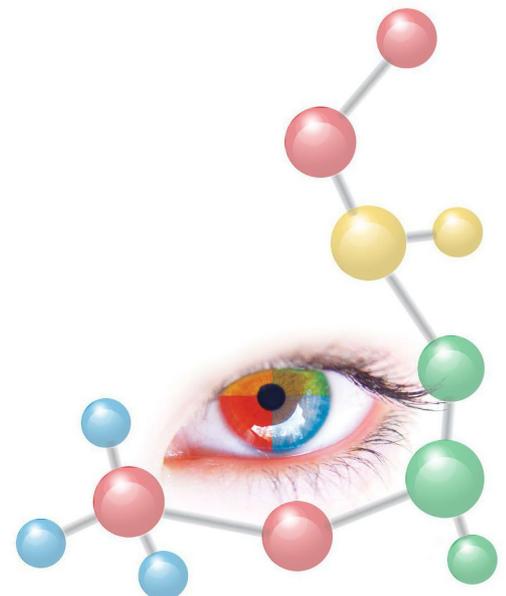
The *PRISM* chart represents the relationships between the right hemisphere (Green and Blue) and the left hemisphere (Gold and Red) of the brain, plus the front half of the brain - the motor cortex (Gold and Green) and the rear half of the brain - the sensory cortex (Red and Blue). Red and Gold preferences indicate how a person will tend to behave when engaged in a task and/or when under pressure to achieve results. Green and Blue preferences indicate how a person will tend to behave in a social setting when establishing rapport with others. As the person switches between these two preferences, he or she may display very different - even opposite - behaviours.

Many personality and individual assessment tests are based on bi-polar scales (either/or) type of questions. In other words they identify people as either one thing or another. *PRISM* differs in how data is gathered and reveals balances and imbalances instead of the 'typecasting' that comes from bi-polar methods.

In addition to *PRISM*'s eight behaviour dimensions, the 'Personal' and 'Professional' report identifies and measures 26 key aspects of work preference. This information allows you to make many links between your natural behaviour preferences and your work behaviour.

The report also enables you to gain an insight into your behavioural preferences from several points of view. In addition to the normal *PRISM* reports, you can receive outputs on Emotional Intelligence and on 'The Big Five' - one the most widely accepted and used models of personality.

*PRISM* 'Professional' has a number of added facilities. For example, it manages a 360-degree process with the option to include generic or in-house competencies. It can create team maps and match a team with a team benchmark. It also has a team diagnostic facility which measures a team performance as well as the quality of inter-personal relationships within the team. For information about these facilities, please contact your *PRISM* Practitioner.



## Interpreting your *PRISM* Report

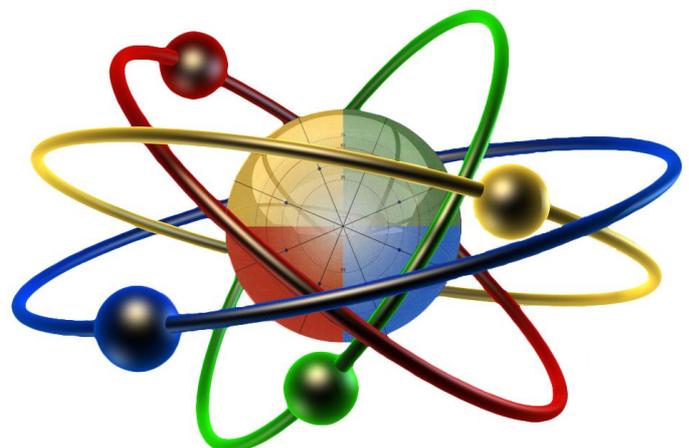
*PRISM* 'Professional' and 'Personal' provide three 'maps' of an individual's behavioural preferences. The 'maps' are referred to as: '**Underlying**', '**Adapted**' and '**Consistent**'.

The '**Underlying Map**' can be described as 'the real you'; your natural, inherent behaviour, or the behaviour used by you when under pressure. It is, therefore, an indication of how the you tend to behave when you are either totally relaxed, or, occasionally, when you are under stress and when you feel no need to manage or control your behaviour to present the most appropriate response to the world. It, therefore, indicates the extent to which you are comfortable using these instinctive behaviours. Although it is likely to be your most comfortable behaviour pattern, you will find it necessary to adapt that behaviour from time to time to cope with the demands of everyday living.

The '**Adapted Map**' is the behaviour pattern that you tend to create to interact with the world at large. It indicates how you believe you need to adapt your '**Underlying**' behaviour to achieve success in specific environments e.g. what you think others expect of you, or how you feel others want you to act. In other words, it is the behaviour

you borrow on occasions in order to 'get the job done'. For example, how much you feel a need to adjust your natural, instinctive behaviour to meet the demands of your work. The '**Adapted Map**' shows a pattern of movement away from the '**Underlying Map**' - either outside it or inside it. If you adapt to a significant extent inside the '**Underlying Map**', you may feel a degree of frustration at being unable, on occasions, to use your natural preferences to the full. On the other hand, if you adapt outside your '**Underlying Map**', you may feel stressed at times, especially if the adapting carries on for a prolonged period of time.

Like everyone else, your overall behaviour is not based totally on either your '**Underlying**' or '**Adapted**' profiles which are, inevitably, only used by you for a relatively small proportion of your overall time. On the other hand, the '**Consistent Map**' takes into consideration your responses which are consistent with both your '**Adapted**' and '**Underlying Maps**' and presents a picture of how you tend to behave for most of your time - the view that most other people probably have of you.



### ANALYSIS

Cautious, Methodical, Precise, Thorough, Analytical, Shrewd

### EXPRESSION

Inspiring, Creative, Imaginative, Persuasive, Optimistic, Lively

# PRISM

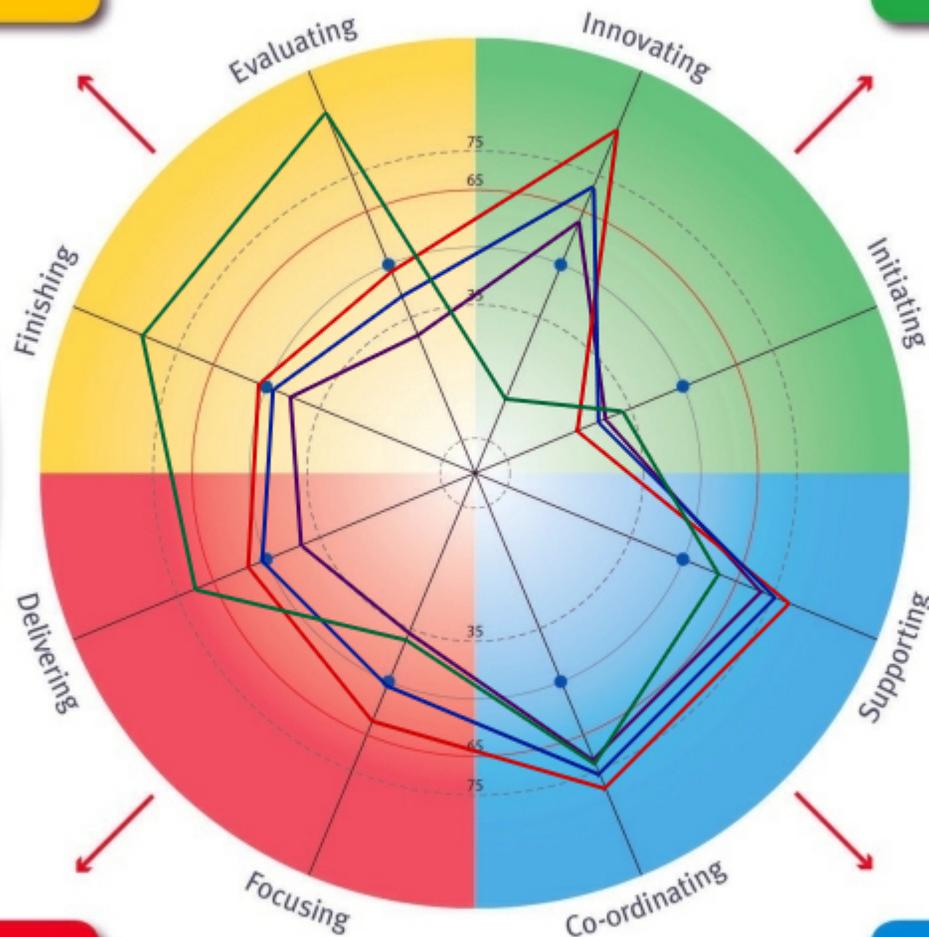
## BRAIN MAPPING

#### KEY

Adapted	—
Underlying	—
Consistent	—
Benchmark	—

	Adapted	Underlying	Consistent	Benchmark
Inn	62	88	72	12
Init	28	20	26	33
Sup	72	80	76	60
Co	72	80	76	73
Foc	36	61	51	38
Del	40	55	51	70
Fin	43	52	48	85
Eval	30	48	41	93

REALISTIC

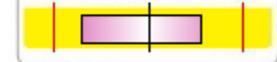


IDEALISTIC

#### QUADRANT VALUES

Adapted	Underlying	Consistent	Benchmark
45	54	49	22
72	80	76	66
38	58	51	54
36	50	44	89

#### INTROVERSION/EXTROVERSION



#### Important

Any profiling tool, such as PRISM, should never be used to make a recruitment or re-development decision unsupported by other techniques.

### DRIVE

Forceful, Competitive, Hard-Driving, Decisive, Demanding, Challenging

### PROCESSING

### STABILITY

Supportive, Patient, Caring, Co-operative, Dependable, Kind

## Dimension Key Points

Dimension	Characteristics	
	Strengths	Potential weaknesses if strengths are overdone
<b>Innovating</b>	Abstract, innovative thinker. Generates ideas and concepts. Visualises outcomes. Creates original solutions. Unorthodox, detached and radical.	Low attention to detail. Has difficulty explaining own ideas. Absent minded and forgetful. Dislikes criticism and following rules. Can be wayward and independent.
<b>Initiating</b>	Outgoing, animated and talkative. Articulate and persuasive. Establishes rapport easily. High-spirited, jovial and motivating. Good at achieving 'win-win' negotiations.	Over optimistic and unrealistic. Fails to follow through or deliver. Easily bored and distracted. Need to be entertaining and popular. Makes impetuous, intuitive decisions.
<b>Supporting</b>	Kind hearted, harmonious and caring. Supportive of others. Handles repetitive or routine work well. Mild mannered and loyal to close friends. Sensitive, devoted and perceptive.	Dislikes conflict and aggressive people. Unassertive and over sensitive. Uncomfortable making tough decisions. Dislikes pressure or fast pace. Uncomfortable with change.
<b>Co-ordinating</b>	Makes good use other people's skills. Encourages opinions and participation. Democratic and seeks consensus. Remains calm when under pressure. Consultative and open-minded.	Lacks drive and independence of mind. Relies heavily on gaining agreement. Laid-back and casual. Can appear detached and laid back. Too tolerant of inappropriate behaviour.
<b>Focusing</b>	Fortright, demanding and impatient. Stubborn, blunt and challenging. Copes well with adverse conditions. Driven to win and achieve status. High pressure negotiating skills.	Irritable and easily frustrated. Provocative and argumentative. Poor listener when under pressure. Suspicious of the motives of others. Quick to anger and volatile.
<b>Delivering</b>	Controlling, single-minded and loyal. Independent and self-motivated. Practical, determined and autocratic. Works well when under pressure. Likes structure and organisation.	Can be over-competitive for status. Inflexible and single-minded. Uncomfortable with sudden change. Frustrated by others' low commitment. Insensitive to others' emotional needs.
<b>Finishing</b>	Strong attention to detail and accuracy. Conscientious, painstaking and orderly. Good at communicating complex data. Focuses on accuracy and high standards. Follows tasks through to completion.	Insular, pedantic and slow moving. Dislikes delegating to others. Uneasy making contact with strangers. Intolerant of errors or disorganisation. Prone to worrying unduly or anxiety.
<b>Evaluating</b>	Questions the validity of data. Checks the pros and cons of all options. Does not accept things at face value. Makes astute decisions based on facts. Fair-minded and unemotional.	May be seen as sceptical and cynical. Can be uninspiring and negative. Appears indifferent to others' feelings. Slow and cautious when deciding. Unreceptive to new, untried ideas.

## Your *PRISM* Profile Narrative - Full

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### Introduction

At first glance, some of the behaviour preferences which make up a candidate's profile may appear to be contradictory. This is because the factors concerned often represent such radically differing sets of values and motivations that it is hard to imagine them effectively coexisting in a single profile. Neuroscience shows that every person has several, sometimes conflicting, behaviour preferences rather than a single unchanging personality. This is what makes PRISM different from other instruments - and a much more authentic way of identifying behaviour! All people adapt their behaviour to meet the needs of specific situations and display entirely different behaviours: sometimes talkative and sometimes withdrawn, sometimes caring and sometimes aggressive, sometimes relaxed and sometimes anxious.

These different behaviours occur because the brain's hemispheres (the right side and the left side) process different information as they respond to what is going on around them. The right hemisphere (Green and Blue in PRISM) is interested in people as individuals. It focuses on self-awareness, empathy, emotional expression and understanding, novelty, intuition, flexibility of thought, social behaviour and the experience of emotions of all kinds. The left hemisphere (Gold and Red in PRISM) is not impressed by empathy. Its concern is with maximising gain for itself, and its prime motivation is achievement, power and control. The left hemisphere deals with narrow, focused attention and needs certainty and to be right. It has more affinity with the impersonal and the mechanical than with personal relationships, and is more efficient in routine, predictable situations.

In addition, the front of the brain (Green and Gold in PRISM) is where decisions are made and action is taken, and the rear of the brain is where sensory information is processed. In other words, the rear of the brain focuses on the present and the front of the brain focuses on the future.

PRISM maps show the extent to which individuals prefer to make use of each of the above parts of their brain. Although at any one time both hemispheres will be active, one will take a predominant role as a result of the situation that prevails at the time.

Take, for example, a person who has a strong preference for both Red and Blue behaviour. On one hand, Red is a controlling and guarded characteristic, preferring to avoid revealing too much personal information to others, but, on the other hand, Blue is a supportive and open characteristic, preferring to maintain amiable and harmonious relationships with others. Those individuals possessing both high Blue and Red preferences will adapt their behaviour in a social setting by showing the Blue accommodating and supportive side to their nature if they feel relaxed and if they can trust the people around them. However, in a task or work setting, especially when under pressure, those same individuals will show more of their Red preferences and thus demonstrate a much greater level of directness and forcefulness. These two contradictory behaviours are brought about by the brain's perception of what is necessary to cope effectively with the relevant situation.

### Overview of Sample's profile

The following text narrative is based on the responses that Sample gave in the PRISM Inventory. According to those responses, he rated the following descriptors as most accurately describing

[Continued]

## Your *PRISM* Profile Narrative - Full [Continued]

his preferred behaviours and, therefore, the ones which he is most comfortable using:

**"Amiable, Animated, Assertive, Autocratic, Bossy, Caring, Choosey, Compassionate, Conceptual, Conscientious, Consultative, Correct, Creative, Empathetic, Encourages others, Helpful, Impatient, Innovative, Outspoken, Produces novel ideas, Promotes cooperation, Promotes participation, Quick to anger, Seeks agreement, Sensitive, Spontaneous, Takes charge, Values diversity, Vigilant, Well-organised"**

He also rated the following descriptors as least accurately describing his preferred behaviours and, therefore, the ones that he is least comfortable using and the ones which he prefers to avoid:

**"Accurate, Analytical, Animated, Appraises data, Assesses accurately, Caring, Confers with others, Evaluating, Exuberant, Fun-loving, Hard-driving, Headstrong, Ingenious, Involves others, Irritable, Meticulous, Neat and tidy, Orderly, Outgoing, Selects carefully, Shrewd, Single-minded, Soft, Spirited, Spontaneous, Stimulating, Systematic, Thorough, Tough minded"**

The narrative which follows will only be accurate if the above responses are accurate.

It will be clear that the ways in which Sample manages his day-to-day relationships with others will be highly dependent on the way in which he sees his environment at any given time. In a relaxed, open, social situation in which he feels comfortable with those around him, he will reciprocate by using any of his Green or Blue preferred behaviours, but in a task or work situation he will switch to a greater use of his Red or Gold preferred behaviours. Although Sample possesses varying levels of all eight behaviour preferences, he will not display them all at the same time.

**Sample's profile indicates that he:**

- Can be a willing and effective team player.
- Enjoys being valued for the support he gives to others.
- Gets along well with most people.
- Has patience with "difficult" people.
- Is amiable, supportive and a good listener.
- Helps to resolve inter-personal conflicts.
- Has trouble saying "no", even when overloaded.
- Offers to help others without being asked.
- Avoids conflict if possible, but can be assertive if necessary.
- Can be more people-focused than task-focused.

**Taking into consideration Sample's strongest behaviour preferences, he needs to be aware of the potential problems that could arise if those strengths are overdone when he is under considerable pressure, stressed, or in conflict with others. In such circumstances, it is possible that he may demonstrate some or all of the following characteristics:**

- Insecure
- Emotional
- Loses sight of personal priorities

[Continued]

## Your *PRISM* Profile Narrative - Full [Continued]

- Indecisive
- Appears over-anxious to please
- Vulnerable
- Refuses to admit to being upset
- Easily intimidated
- Over-sensitive
- Possessive

### To enhance his overall performance, he should consider:

- Being less sensitive to comments and remarks made by others.
- Making more decisions on the basis of what is in his best interests.
- Being more objective and impersonal when things go wrong.
- Remembering that he does not have to take responsibility for everyone else's problems.
- Keeping a balance between his own needs and the needs of others.
- Taking the opportunity to develop by trying new and different things.
- Asking questions and saying "no" more often.
- Trying to be more assertive and direct when appropriate.

### Profile narrative

Sample will normally be a patient and undemanding person with a quiet, unassuming demeanour who will work slowly, but consistently until a task is completed. He will be resistant to change and upheaval, preferring a steady, predictable environment, because of its impact on those around him. Because of this, he will often show great loyalty to those who help to maintain such an environment. He will not wish to cause offence or disagreement, and so he will consider carefully what he is about to say before saying it. To make the most of his strengths, he needs time to concentrate fully and to think about his actions carefully. His measured, steady approach must always be borne in mind when assigning tasks to him. He works reliably and productively, but his need to concentrate fully, and think out his actions carefully, means that he tends to take longer to complete work than faster-paced individuals. His preference to avoid change makes him less than suitable, under normal conditions, for work in unpredictable environments, or those in which extensive support from other people is not available in a situation. An important factor of his style is his thoughtful nature which means, in terms of communication, that he will tend to adopt a deliberate, somewhat cautious, but friendly conversational style.

### Sample's main behaviour preferences show that on most occasions he will demonstrate that:

He is creative, flexible, innovative, adaptable and unconventional. His desire to be imaginative and to find new mental challenges can often lead him astray in the pursuit of new ideas, which can sometimes interfere with a requirement to attend to detail and to follow tasks through to completion. He may sometimes be difficult to get to know and sometimes prefer to work on his own, free from the distraction of other people. In a work situation he can be relied upon for the creation of ingenious, new ideas and novel strategies. His ideas may often be so radical that practical constraints may sometimes be overlooked. Although socially bold, he often prefers to sit in 'a quiet corner' to think things through. The danger for him is that he may devote too much of his creative energy to ideas which may interest him, but which do not fall in with the needs of others. Although forthright in his communication, he may be bad at accepting criticism

[Continued]

## Your *PRISM* Profile Narrative - Full [Continued]

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of his own ideas. He is also liable to be forgetful and occasionally make careless mistakes.

He is placid, quiet and unassuming, and value others' feelings. He will tend to form deep and lasting friendships with a few people, and value that friendship showing great warmth and affection. In general, he likes to plan things well in advance, working to routines and systems. Having a strong sense of duty and responsibility, he will be committed and loyal to his colleagues and friends. Once committed to something, his patience is considerable and he is willing to work long hours on tasks that are important to him. He will tend to place the objectives and needs of others before his own personal ambitions. Perceptive and diplomatic, he will tend to help avert interpersonal problems and thus enable others to contribute more effectively. His lack of competitiveness and dislike of friction may, on occasions, make him appear to be a bit soft and indecisive. Trusting, sensitive and caring, he will not be seen as a threat by others, being non-threatening and non-provocative.

He is mature in outlook and adopts a consultative approach to others, seeking involvement with them in day-to-day tasks. Charming, relaxed and broad-minded, he has well developed insights into what motivates other people. He will often be at his best facilitating situations that require interpersonal sensitivity. Because his people skills are so effective, he will usually have the ability to persuade people do what he wants them to do. Calm and unflappable, he will tend to be a practical realist who demonstrates a self-disciplined, yet open-minded, approach to life. His enthusiasm tends to be goal orientated. He tends to think positively and, perhaps, most importantly, he knows how to make the best use of the strengths and skills that others have to offer and is able to focus people on what they do best. At work, this means he tends to be adept at establishing the roles and task boundaries of the others, and also the one who identifies performance gaps and takes steps to fill them.

### **Less frequently, Sample will also demonstrate that:**

He is a strong-willed individual who is concerned with meeting his own personal goals. He is self-confident and can at times come across as aggressive or lacking in empathy. He can also sometimes be very impatient, demanding and critical, because he has such strongly held beliefs in what is right, and is likely to express himself without reserve if he feels someone isn't meeting his standards. He can become belligerent if his personal freedom of choice is threatened, or if obstacles are put in his way. He is opportunistic and will show a strong emotional response to any form of disappointment or frustration. He has a need to be in control and tends to be temperamental, blunt speaking, personally competitive, and intolerant of woolliness, vagueness and muddled thinking. As a result, people may, at times, describe him as uncaring and abrasive. He feels a need to achieve his goals by whatever means are available, even if this means breaking the 'rules' on occasions. Although he may appear to lack interpersonal understanding and warmth he can be very articulate and charming on social occasions.

He is an independent, determined person who demands and gets results. Good at meeting tight deadlines, he is methodical and systematic, albeit a bit inflexible at times, and is good at ensuring that things work properly. Thriving on crises he concentrates on realism, structure and efficiency. Although he is self-sufficient and purposeful, he is willing to support others if it will help achieve his own objectives. He is a manually skilled, practical organiser who is capable of directing others and has a preference for disciplined application and routine. He is primarily concerned with what is possible, and is adept at converting ideas into a feasible action plan. Tough-minded and efficient he can work equally effectively alone with a minimum of

[Continued]

## Your *PRISM* Profile Narrative - Full [Continued]

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supervision or in a group and takes a structured and orderly approach to everything he does. Not easily discouraged by setbacks, he displays considerable sincerity and integrity, but can be rather status conscious at times. He can sometimes be contemptuous and unresponsive to what he regards as speculative, 'woolly' ideas that do not have an obvious bearing on the matter in hand.

He is a capable, logical, conscientious person who will deliver exactly what he promises. He pays great attention to detail and quality and is compulsive at meeting deadlines and fulfilling obligations. He is also good at ensuring that the detailed aspects of a project, such as testing, rehearsing and general administrative matters, are planned and carried out properly. Although not a particularly assertive individual, he maintains a strong sense of urgency and is impatient of, and intolerant towards people who do not meet his high standards. He has high self-control and strength of character, and is serious and sincere in whatever he does. Although he may appear to be cool, calm and collected on the outside, inwardly he is often worried in case something goes wrong. Guarded by nature, his emotions and feelings are generally kept to himself. He has considerable self-discipline and is reluctant to delegate or admit defeat. It is important that he is aware that he can lower the morale of others by appearing unduly critical and losing sight of the overall objective by getting bogged down in small details.

### **At lower preference ranges, Sample's profile shows that:**

He will not normally be seen as particularly comfortable making dispassionate judgements totally unaffected by feelings or sentiment. Therefore, he will tend to make decisions based on instinct and emotion than by logic and careful analysis. In particular, his decision making choices are likely to take into consideration how they are likely to be seen by others. More comfortable dealing with concepts or hypothetical situations he is less comfortable assimilating, interpreting and evaluating large volumes of complex written material to reach a thoroughly evaluated decision. He works more effectively in a group environment in which attention to fine detail and adherence to strict rules are relatively unimportant.

### **Least preferred behaviours**

#### **Sample's least preferred behaviours indicate that:**

He will try to avoid situations which require him to be sociable with strangers. Not naturally outgoing or gregarious he is unlikely to have the flexibility of thought to find the most radical route to accomplish whatever needs to be done. He does not really enjoy being the centre of attention and will not normally be bubbly, free-spirited or light-hearted. He is unlikely to act on impulse and tends to think through the consequences of his actions. He is unlikely to be highly effective when it comes to picking up ideas and moving them forward or selling new ideas to others.

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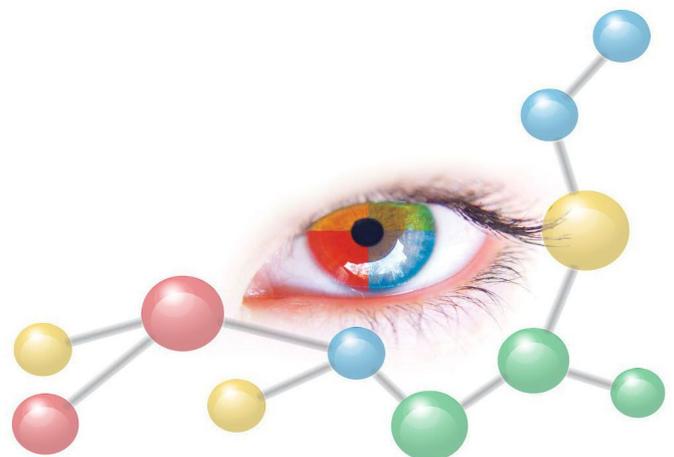
## An Important Note on Job/Role Benchmarking

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To be meaningful, *PRISM* Job Benchmarks must be created to identify the key characteristics that are believed to be critical for the achievement of excellence in a specific role. For example, a benchmark for the role 'Sales Executive' is much too general in nature to cater for the very specific needs of the wide range of roles that exist under such an umbrella title.

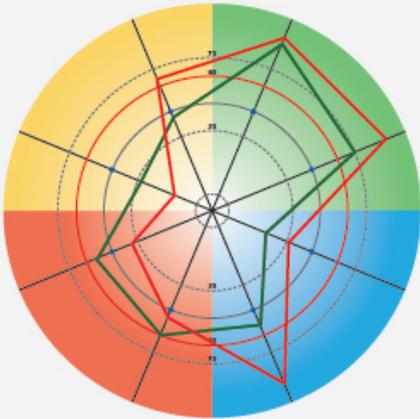
The actual requirements of a particular individual role may differ significantly because of a variety of factors such as company culture etc. For example, the key requirements for the position of 'Sales Executive' in 'Company A' may differ very significantly from the role of 'Sales Executive' in 'Company B' and, if so, the relevant Job Benchmarks would need to reflect those differences.

When considering your suitability for a new role we strongly suggest that you clearly establish the behavioural requirements for that particular position and then compare those honestly with your *PRISM* Profile found later in this report.



## Job/Role Benchmark vs. Actual Profile Comparison [Continued]

This section is only relevant if you have a Job Benchmark included in your profile. If you do not have a Job Benchmark included in your Profile, please go to Section 6.



The *PRISM Wheel* gives you an 8 dimensional map of your natural behavioural preferences, compared with the map considered ideal for the benchmark role you selected.

Ratings are on a scale of 1-100. Ratings appearing towards the outside of the circle show a strong preference for this behaviour, whereas ratings towards the centre show a general aversion to this behaviour.

Importance	Behaviour dimension	Benchmark versus Actual	Match	Comments
Critical for Excellence	Innovating	92	95	Strong Match Your natural tendency towards this behavioural dimension, which is deemed critical for success, indicates that you would be extremely well matched to this aspect of the job Profile.
Very Important	Initiative	76	95	Strong Match Your natural tendency towards this behavioural dimension, which is deemed critical for success, indicates that you would be extremely well matched to this aspect of the job Profile.
Unhelpful	Supporting	22	36	Match Your natural tendency towards this behavioural dimension, which is deemed critical for success, indicates that you would be extremely well matched to this aspect of the job Profile.

The *PRISM Benchmark Table* gives an analysis of your rating in each of the 8 dimensions against the ratings considered ideal for the Benchmark Role.

In order to maximise your chances of achieving a good 'fit' to a role (which is often very different to being theoretically qualified for it) you should be looking to be as close to the benchmark profile as possible.

You will see that for any Job Benchmark, behavioural dimensions are deemed to range between being 'Critical for Excellence' to being 'Unhelpful'.

Study carefully any of the 8 dimensions in particular where a significant mismatch has been identified. It is critical that you appreciate that a significant overshoot in a trait deemed 'Unhelpful' can be every bit as negative as a significant undershoot in a trait deemed 'Critical for Excellence'. After all, it can be just as harmful to your job satisfaction and job performance if you have to suppress significantly a naturally strong trait, as it is striving to show a higher degree of a certain trait in which you are naturally not comfortable.

In a 'Mismatch' or even more importantly in a 'Strong Mismatch' situation consider honestly whether you feel you could adapt your behaviour in that role to move closer to the benchmark (see the *PRISM Quadrant Colour Characteristics* notes later in this report for help).

A certain amount of adaptation is of course inevitable - few roles will suit us perfectly in all aspects. Note that whilst you may feel (and be) able to adapt behaviour somewhat to move closer to the requirements of a particular job, prolonged significant adaptation - either moderating a naturally strong tendency or striving to show a higher degree of a certain trait in which you are naturally not comfortable - may well lead to unhappiness and subsequent poor performance.

# Job/Role Benchmark vs. Actual Profile Comparison [Continued]

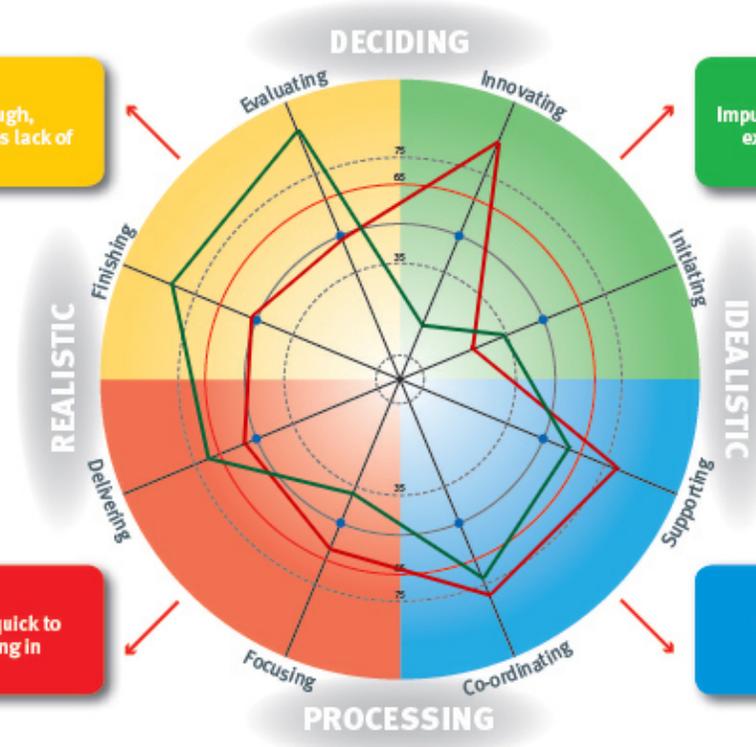
## ANALYSIS

Careful, accurate, self-contained, attentive to detail, thorough, follows rules closely and prefers to work alone, but dislikes lack of clarity, mistakes and untidiness.



## DRIVE

Competitive, forceful, outspoken, challenging, impatient, quick to anger, takes risks, pushy and decisive, but dislikes not being in charge and being told what to do.



## EXPRESSION

Impulsive, talkative, imaginative, entertaining, excitable, fun-loving, expressive, optimistic and enthusiastic, but dislikes routine work, planning and having to follow rules.

Candidate:  
Sample Professional  
  
Job or Role:  
PRISM Test Benchmark  
  
Inventory Date:  
23/10/2008



## STABILITY

Kind-hearted, caring, considerate, gentle, patient, co-operative, likes routine, reliable, supportive and unassertive, but dislikes conflict, change and making tough decisions.

Importance	Behaviour dimension	Job/Benchmark vs Actual		Match	Comments - The candidate's preference for:
Potentially counter-productive	Innovating	12	88	Mismatch	The candidate's preference for creativity, imagination, abstract thinking, innovation, and the generation of new ideas appears to be a mismatch with the agreed benchmark for this behavioural dimension.
Potentially counter-productive	Initiating	33	20	Strong Match	The candidate's preference for initiating contacts, networking, persuading others, selling ideas and juggling several tasks at the same time appears to be a strong match with the agreed benchmark for this behavioural dimension.
Occasionally useful	Supporting	60	80	Moderate Match	The candidate's preference for putting people at ease, building team spirit, mediating conflict, being empathetic and caring for others appears to be a moderate match with the agreed benchmark for this behavioural dimension.
Very important	Coordinating	73	80	Strong Match	The candidate's preference for working co-operatively, seeking consensus, enabling others to take part and consulting others appears to be a strong match with the agreed benchmark for this behavioural dimension.
Unhelpful or Not relevant	Focusing	38	61	Moderate Match	The candidate's preference for being forthright and outspoken, taking tough decisions and working in an aggressive environment appears to be a moderate match with the agreed benchmark for this behavioural dimension.
Important	Delivering	70	55	Strong Match	The candidate's preference for taking charge, being assertive, meeting tight deadlines, working independently and being driven by a need to win appears to be a strong match with the agreed benchmark for this behavioural dimension.
Critical for excellence	Finishing	85	52	Likely Mismatch	The candidate's preference for paying attention to details, delivering quality and accuracy, being good at follow through and following procedures appears to be a likely mismatch with the agreed benchmark for this behavioural dimension.
Critical for excellence	Evaluating	93	48	Mismatch	The candidate's preference for checking large amounts of complex data, analysing information, evaluating options and making dispassionate judgements appears to be a mismatch with the agreed benchmark for this behavioural dimension.

## Work Preference Profile

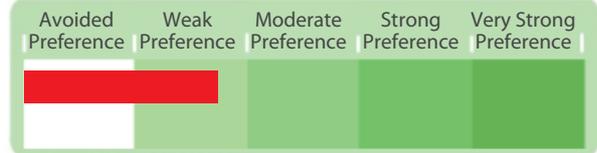
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This report summarises some of Sample's natural work preferences and plots them against preference segments ranging from 'Avoided Preference' i.e. a work behaviour which he tends to be uncomfortable using, to 'Very Strong Preference' i.e. a behaviour which he tends to use instinctively most of the time, but which could become an 'overdone strength', and therefore counter-productive, when he is under pressure or in conflict with others. This report reflects Sample's self-expressed preferences. Whether or not he uses his preferences as stated will, of course, depend on a variety of factors such as organisational culture and the way in which he is managed on a day-to-day basis. It is also important to remember that people switch between social and task behaviours. A person can, therefore, be "outgoing" and "talkative" socially, but also be "demanding" and "single-minded" when engaged on a task or project.

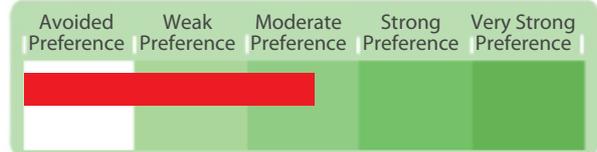


## Work Preference Profile [Continued]

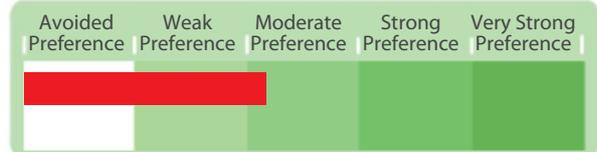
Being cautious, but not fearful. Making careful, well thought out, astute decisions



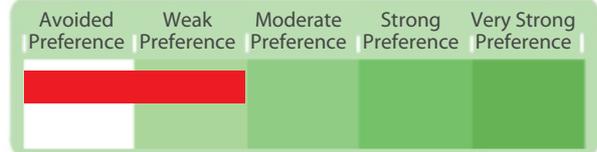
A tendency to be calm, stable and unflustered and to have a strong preference for being rational and rather impervious to stress and environmental pressures.



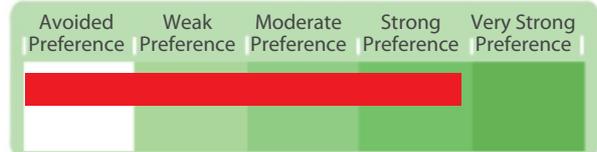
Comfortable working independently to achieve tough objectives or tight deadlines. Working in an environment that is results-driven, physically challenging and fast-paced



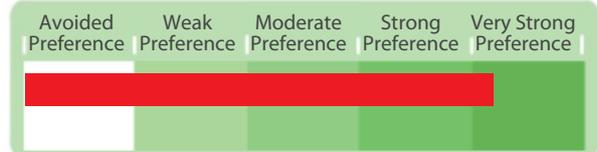
Being able to concentrate for long periods on large quantities of complex information. Paying close attention to rules, instructions or detailed specifications



Building group consensus and making good use of others' talents. Consulting and enabling others to take part in the decision making process



Creating imaginative and innovative concepts, or visualising outcomes or solutions

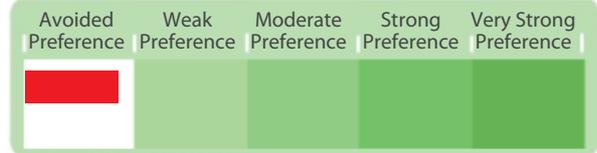


Likely to be able to adapt to a range of situations and to tolerate both criticism and challenge. Also likely to be able to maintain consistent performance in a wide range of situations and when under considerable pressure.

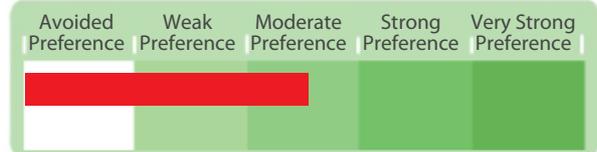


## Work Preference Profile [Continued]

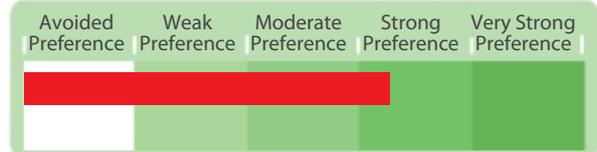
Being cheerful, talkative and outgoing with strangers. Having a strong need to interact socially with others for most of the time



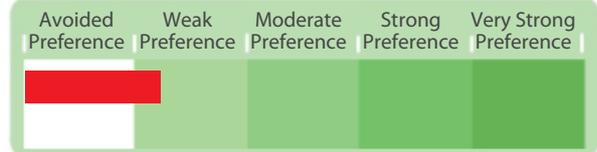
Taking and implementing tough, unpopular decisions despite strong opposition. Confronting or challenging others in a forthright or provocative manner



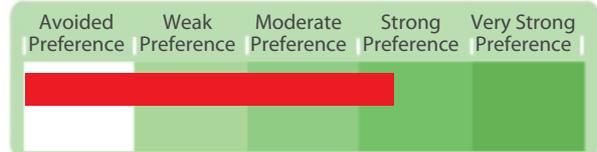
A tendency to be sympathetic, co-operative and considerate, and have a strong preference for deferring to others and for relating to them by being tolerant and accommodating.



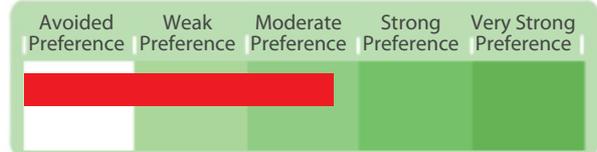
A tendency to be independent, forthright and demanding, and to have a strong preference for relating to others by being tough, distant and persistent.



Likely to have a high level of motivation and to show high levels of commitment to long-term goals and results which are pursued in the face of obstacles and setbacks.



Likely to be effective in persuading others to change their viewpoint or to adopt their interpretation of a situation, or the need for action.



## PRISM Quadrant Colour Characteristics - Reds



**Typical Red behaviour:** Controlling, independent • Assertive, authoritative • Fast-paced, energetic • Decisive, self-starting • Goal-centred, determined • Direct, forthright • Competitive, ambitious • Task oriented, forceful • Hard-working, accountable • Results-driven, daring.

**Overdone Red behaviour:** Domineering, demanding • Aggressive, pushy • Controlling, paranoid • Impatient, volatile • Autocratic, argumentative • Abrasive, irritable • Dictatorial, judgmental • Ruthless, power-hungry • Poor listener, egocentric • Insensitive, belligerent.

**What 'turns on' Reds:** Reds love to accept challenges, create action and achieve results. They are driven to overcome opposition in order to accomplish goals. They are quick to seize opportunities that allow them to assume control of their environment. If they know that there are rewards and recognition available for those who produce the best results, they will be among the top performers. In pursuing their goals, Reds sometimes regard the opinions of others as obstacles rather than helpful suggestions. They possess a remarkable ability to thrive in difficult and demanding environments.

**Reds love:** Having authority • Lots of action • Being the best • Challenge • Making decisions • Deadlines • Goals • Public recognition • Responsibility • Competition • Independence • Important tasks • Negotiating • Opportunities to gain status • Practicality • Power and control • Productivity • Speed • Taking charge • Winning • Leadership roles • Hard work • Taking tough decisions.

**What 'turns off' Reds:** Reds are irritated by anything that they perceive to be a waste of their time. They have little tolerance for long, repetitive discussions, particularly when firm decisions are not reached so that tasks can get underway immediately. It is best not to mention anything to Reds which can't or won't take place until well into the future, because they will become frustrated if they can't start on it right away. Plan ahead what you want to communicate to Reds, and say it as briefly and to-the-point as possible. Avoid telling Reds more details than they actually want or need to know – it frustrates them to have to read through apparently irrelevant information to get to the bottom line of any message.

**Reds hate:** Indecision • Bureaucracy • Slow pace • Excuses • Small-talk • Irresponsibility • Dependency • Lack of initiative • Overly sensitive people • Apathy • Irrelevant information • Long explanations • Having little to do • Delaying decision making • Having to follow orders • Close supervision • Obstructive practices • Self-pity.

**Reds are motivated by:** Competition, real or imagined • Important goals that must be met by a deadline • Roles to keep them challenged and busy • Authority to negotiate and make some decisions • Independence, without close supervision • Tough assignments • Leadership roles, formal or informal • Opportunities to achieve higher status • Public recognition for their accomplishments • Productivity and initiative in others.

**Reds prefer to:** Compete to win or to achieve targets • Have the authority to take the decisions necessary to achieve goals • Solve problems physically • Work without a lot of assistance • Make decisions that save time • Handle strong pressures • Meet tight deadlines • Get right to the bottom line • Be given clear instructions • Negotiate conditions • Break rules if necessary • Live and work in an environment that allows them to be in control and create results.

## PRISM Quadrant Colour Characteristics - Greens



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**Typical Green behaviour:** Flexible, multi-talented • Opportunistic, adventurous • Fast-paced, energetic • Visualising, unconventional • Innovative, creative • Multi-tasking, adaptable • Spontaneous, unstructured • Enthusiastic, sense of humour • Free-spirited, versatile • Inventive, original.

**Overdone Green behaviour:** Disorganised, casual • Careless, impulsive • Unfocused, scatter-brained • Fails to complete, forgetful • Undisciplined, ignores rules • Unpunctual, irresponsible • Frivolous, unrealistic • Exaggerating, inaccurate • Superficial, evasive • Over-optimistic.

**What 'turns on' Greens:** Greens love relating to and interacting with people in a positive, friendly environment. They need to have the opportunity to express their ideas and opinions. This helps them to achieve social recognition. If they are given the opportunity to create radical ideas, they will provide unlimited possibilities, and with such energetic enthusiasm, that others will be drawn in by their infectious optimism. If they have the freedom to be innovative and do things their way, there is no doubt they will produce ingenious results.

**Greens love:** Freedom • Thinking laterally • Enthusiasm • Flexibility • Little structure • Creativity • Few rules • Innovation • Individuality • Imagination • Open-mindedness • Visionaries • Unpredictability • Having fun • Adaptability • Casual looseness • Dynamic atmosphere • Spontaneity • Meeting lots of people • Excitement • Experimentation • Constant change • Taking risks • Entertaining others.

**What 'turns off' Greens:** Greens are turned off by anything which they perceive as boring or ordinary. They have little tolerance for tedious details or the status quo, particularly when either slows down or blocks progress, growth or the creative process. It is best not to inhibit Greens with a lot of restrictions, because they will rebel and break the rules anyway. Give Greens plenty of freedom and leeway, and provide ample opportunities to use their inventive nature and they will be highly productive. Avoid telling them that there is only one answer, one option, or one point of view – their brain thinks laterally and will rarely be able to restrict possibility to a single outcome.

**Greens hate:** Routine • Boredom • Narrow-mindedness • Confinement • Lots of details • Structure • Exact expectations • Nit-picking • Rules • Schedules • Tedium • Immobility • Tunnel vision • Constraints • Lists • Being unpopular • Details • Repetition • Formality • Required protocol • Slow pace.

**Greens are motivated by:** New ideas and ways of working • Interesting people who like surprises • Variety in day-to-day tasks and projects • Opportunities to explore many different options • Creative and innovative thinking • Freedom to do things when they feel like it • Thrills and challenges that push their limits • Managing many activities at the same time • Spontaneity and flexibility for quick changes • Busy, chaotic, active, even noisy surroundings.

**Greens prefer to:** Use their imagination and create novel ideas • Find new ways to solve problems • Start projects rather than finish them • Work fast and not worry about perfection • Ignore rules and policies they disagree with • Avoid decisions and commitments when possible • Challenge accepted standards and procedures • Surprise people with the unexpected • Be creatively different, not practical • Live and work in an unstructured environment.

## PRISM Quadrant Colour Characteristics - Blues



**Typical Blue behaviour:** Supportive, sensitive • Friendly, likable • Slow-paced, laid-back • Good listener, sympathetic • Peace-loving, kind • Helpful, hospitable • Caring, nurturing • Understanding, patient • Generous, giving • Process-centered, kind-hearted • Patient, unassuming.

**Overdone Blue behaviour:** Dependent, shy • Procrastinating, lackadaisical • Unassertive, meek • Complaining, over-sensitive • Insecure, worried • Easily hurt, withdrawn • Soft, vulnerable • Over-anxious to please • Easily intimidated, distressed • Clinging, possessive.

**What 'turns on' Blues:** Blues are team players who have a desire to please and maintain stability in a group, even if it means sacrificing their own personal goals. Blues are driven by harmony, agreement and loyalty. They prefer to keep things as they are and provide a stabilising influence by the consistent way in which they go about their day-to-day work. They do well in handling routine matters. Change, therefore, is unwelcome. If they have a friendly, low-stress and slow-paced work environment, there is no doubt that they will be happy, committed workers who will do their best to please those with whom they work, and lend a helping hand along the way.

**Blues love:** Stability • Cooperation • Teamwork • Pleasant people • Helping others • Camaraderie • Loyalty/trust • Emotional support • Harmony • Few pressures • Relationships • Slow pace • Kindness • Teaching and counselling • Feeling needed • Resolving conflicts • Communication • Routine • Friendliness • Being valued • Encouragement • Low stress.

**What 'turns off' Blues:** Blues are turned off by anything which they perceive as rude or insensitive. They have little tolerance for aggressive, self-centred behaviour, particularly when it can hurt or embarrass others. Blues need acceptance and assurance. They struggle when dealing with fear of conflict and/or the loss of a stable environment. Should conflict exist, they tend to become distressed and prone to worry or anxiety. It is best not to rush Blues. They function best in an easy-going, low-key environment where they can take their time to make decisions. They tend to seek a compromise or avoid making a difficult decision. Blues put people first, so it is important to communicate with them in a warm and friendly manner.

**Blues hate:** Change • Aggressive behaviour • Feeling excluded • Lack of teamwork • Conflict • Fast pace • Negative attitude • Competition • Isolation • Impatience • Heavy responsibilities • Deadlines • Making decisions • Being put in the spotlight • Insensitivity • Uncooperativeness • Pressure • Rudeness • Controversy • Work overload.

**Blues are motivated by:** Being valued • Shared values • Selling something they believe in • Democratic processes • Feeling part of a united team • Working together cooperatively • Opportunities to be of genuine help • Being around positive people • People who need and appreciate them • Helping others • Helping resolve conflict.

**Blues prefer to:** Feel comfortable and secure • Be quiet, friendly and responsible • Offer their services • Solve people problems • Talk with close friends • Please others • Make other people feel good • Give credit to those who deserve it • Be supportive and generous • Take their time and work at a steady pace. • Be loyal and reliable • Live and work in an environment that is stable and secure and where they don't have to make difficult decisions.

## PRISM Quadrant Colour Characteristics - Golds

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**Typical Gold behaviour:** Quality-focused • Detailed, structured • Accurate, meticulous • Slow, deliberate • Focused, thorough • Well-organised • Logical, analytical • Proper, punctual • Hardworking, responsible • Traditional, conservative • Serious, reserved • Guarded, self-contained.

**Overdone Gold behaviour:** Perfectionist, pedantic • Aloof, self-opinionated • Humourless, inflexible • Obsessive, nit-picking • Unsociable, negative • Critical, rule-bound • Nagging, questioning • Detached, unfeeling • Narrow-minded, unfeeling.

**What 'turns on' Golds:** Golds are motivated not just by results, but by quality results. They tend to be low-key, factual and extremely accurate. They are at their best when a job needs to be done with precision. Golds set high standards for themselves and others, and expect everyone to comply, always with the same high standards. Part of their drive for quality, accuracy and order is derived from their strong desire for a structured environment. Golds prefer a logical, step-by-step approach to tasks. For them, even life itself should proceed along a predictable path. They believe in themselves, their capabilities and their intellectual skills. They pride themselves on their ability to solve complex problems.

**Golds love:** Quality • Being methodical • Planning in detail • Logical analysis • Accurate records • Not being rushed • Focusing on facts • Looking for errors • Quiet isolation • Competent workers • Measurement tools • Proving a point • Meeting requirements • Professionalism • Following rules • Perfection • Clear expectations • Efficiency • Clear instructions.

**What 'turns off' Golds:** Golds are turned off by disorganisation and lack of clarity and detail. They need to ask lots of questions and will usually remain cautious before accepting a proposal or a programme for change. They dislike anything which they perceive as poor quality or unreliable information. They have little tolerance for poor standards or incompetence, particularly when either can affect quality, efficiency or profit. Get your facts and details right before you talk to Golds and give them information in a logical, step-by-step way. Their preoccupation with detail leads them to dislike any environment where nothing has a label, name or place. They tend to be uncomfortable dealing with emotional issues or human relationships.

**Golds hate:** Low standards • Being rushed • Change • Untidiness • Disregard for quality • Vagueness • Frivolous tasks • Inaccurate information • Unreliability • Blockages to facts • Incompetence • Costly shortcuts • Exaggeration • Imprecise record-keeping • Lack of focus • Self-indulgence • Talking about personal matters • Displays of emotion.

**Golds are motivated by:** Sufficient time to finish what they start and check it • Privacy, peace and quiet with few interruptions • Opportunities to plan ahead in detail • Fault-finding or inspection roles • Authority to control quality • Organized systems that assure accuracy and efficiency • Consistency and competence in fellow-workers • Excellence in everything • Exceeding expected standards.

**Golds prefer to:** Work with tested systems and procedures • Check and double-check data • Work on their own • Make quality inspections • Provide accurate, factual reports • Focus on instructions and follow exact rules • Create and adhere to schedules • Measure progress, efficiency, quality • Analyse all options before making a decision • Persuade through logical argument • Live and work in a structured environment that values quality.

## PRISM Career Development Analysis

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In the previous pages we have given you an analysis based solely upon the key 8 dimensions of human behaviour preferences.

The answers you gave to the *PRISM 'Professional' Inventory* enable us to 'zoom in' to 26 business related characteristics in which we all demonstrate varying abilities and aptitudes.

The red pointer indicates your ratings in these areas, according to the answers you gave in the questionnaire.

The green band is an ideal range for the Benchmark Job/Role you selected.

A good match across most areas is likely to lead to a good 'fit' between your preferences and that role.

**NOTE:** The further towards the extremes of the scale the benchmark is, the more important that factor is perceived to be in the Benchmark Job/Role. Matches in areas towards the extreme right hand side - where the trait is considered critical for success in the role – and extreme left hand side - where the trait is considered potentially counter productive and hence undesirable in the role – are more critical than those in the centre of the scale.



## PRISM Career Development Analysis [Continued]

KEY: ▲ Candidate (Underlying) ■ Benchmark

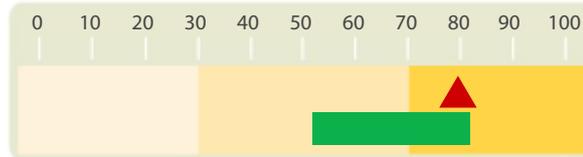
### People skills

Low Preference

#### Teamworking

High Preference

Formal and reserved, prefers to work alone without interruptions.



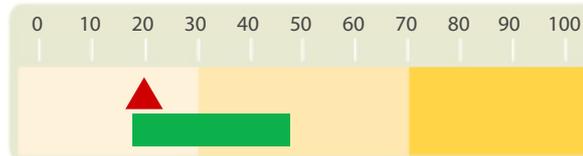
Prefers work that involves social interaction, likes supporting others and getting them involved.

Low Preference

#### Recognition

High Preference

Prefers to avoid being in the spotlight, is reserved and is uncomfortable making small talk with strangers.



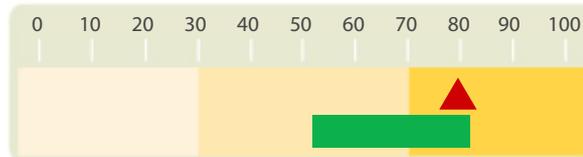
Has a strong need to be noticed and to be popular, is friendly and communicative, does not like rejection or loss of support.

Low Preference

#### Concern for others

High Preference

Unaware of others' feelings, reluctant to get involved in people's problems and emotional issues.



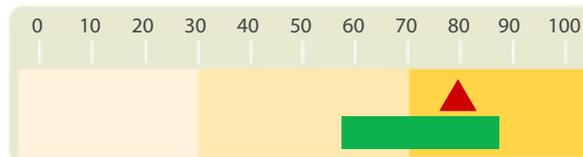
Caring and understanding, shows empathy and is considerate, sympathetic and approachable.

Low Preference

#### Consensus seeking

High Preference

Makes decisions independently, seldom looks for advice or opinions.



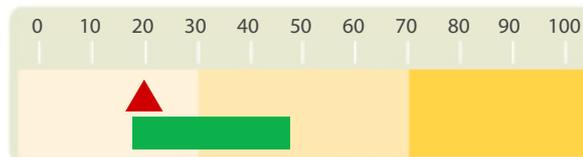
Makes decisions by consensus and actively seeks the views and involvement of others.

Low Preference

#### Social skills

High Preference

Quiet and guarded, prefers small groups, rarely seeks people out and avoids the limelight.



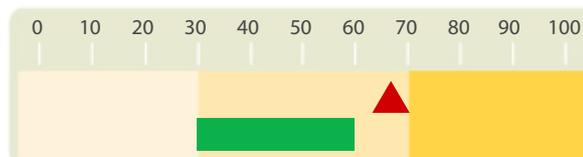
Talkative, optimistic, expressive and lively, enjoys socialising and meeting new people.

Low Preference

#### People focus

High Preference

Less responsive to others, controls own emotions and feelings, values results more than harmony.



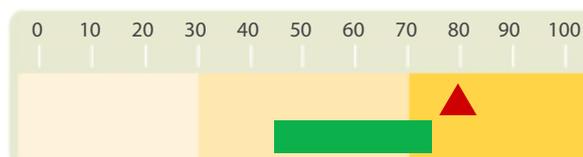
Responsive to others and relationship focused, unafraid to show or discuss feelings and emotions openly.

Low Preference

#### Stability

High Preference

Competitive and tough-minded, unafraid to take tough decisions and risk unpopularity in the interests of achieving results.



Has a strong need for harmony and to be accepted and of help and value to others. Prefers a predictable, secure environment.

## PRISM Career Development Analysis [Continued]

KEY: ▲ Candidate (Underlying) ■ Benchmark

### Drive for results

Low Preference

#### Initiative

High Preference

Prefers to keep things as they are and undertakes new work only after consultation or when told to.



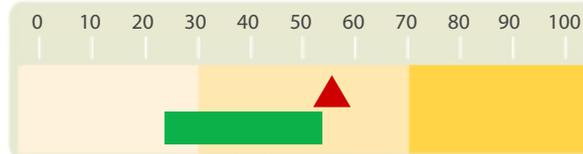
Self-motivated. Capitalises on opportunities, initiates action, enjoys identifying and accepting challenges.

Low Preference

#### Energy level

High Preference

Likes to work at a steady pace, dislikes being rushed or put under pressure.



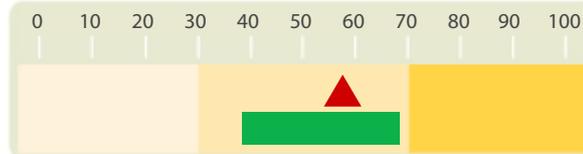
Very dynamic, works well under pressure, tends to be involved in several activities at the same time.

Low Preference

#### Ambition

High Preference

Easy going, unassertive, non-competitive, focuses on achievable, undemanding targets.



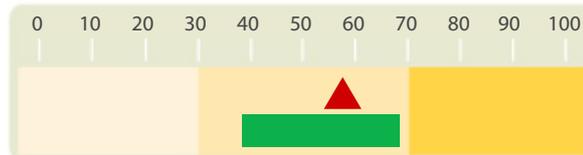
Enjoys being given tough goals, has high aspirations, is competitive and driven to succeed.

Low Preference

#### Control

High Preference

Dislikes taking tough decisions or telling others what to do, is unassertive and happy to let others take the lead.



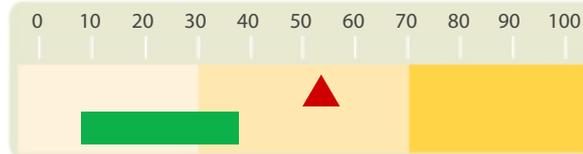
Takes control of situations, dominant, decisive and forceful, enjoys being in charge of others and has a strong need for bottom line success.

Low Preference

#### Adaptability

High Preference

Likes order and predictability, prefers to adapt what is tried and tested rather experiment with something new.



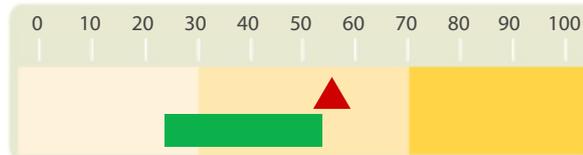
Prefers variety and novelty, adapts quickly to change, adjusts to new circumstances, dislikes routine and constraints, easily bored.

Low Preference

#### Risk taking

High Preference

Slower paced, prefers to check facts, ask questions, complies with rules and avoids risks or making errors.



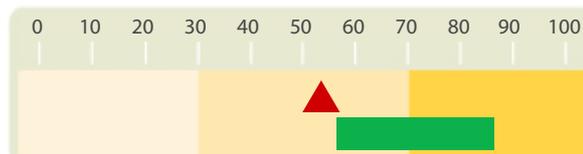
Fast paced and impatient, has a strong need to achieve quick results. Willing to take risks and break the rules to achieve success.

Low Preference

#### Task focus

High Preference

Relationship focused and enjoys working with people and creating an open, harmonious working environment.



Is self-sufficient and prefers to deal with tasks and results rather than people issues. Uncomfortable talking about feelings and emotions.

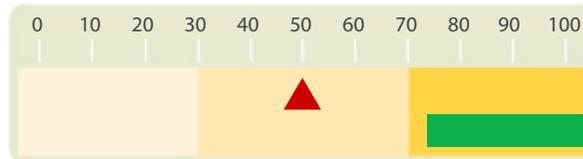
## PRISM Career Development Analysis [Continued]

KEY: ▲ Candidate (Underlying) ■ Benchmark

### Conscientiousness

Low Preference **Attention to detail** High Preference

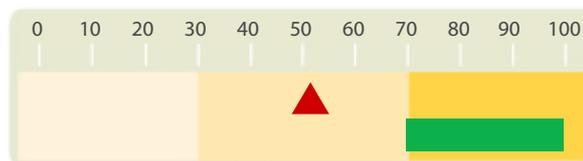
Focuses on the big picture, not preoccupied with detail, easily distracted and poor at follow through.



Thorough, methodical, enjoys detailed work which requires high attention to small details. Follows through on commitments.

Low Preference **Compliance** High Preference

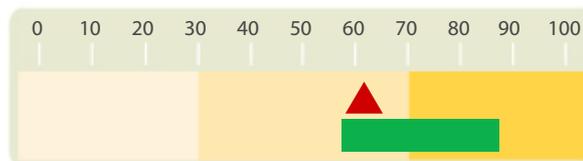
Not constrained by rules, prefers general guidelines to specific regulations. Likes personal freedom.



Follows rules and regulations closely even when inconvenient, likes clear guidelines and responsibilities. Places high value on being precise and right.

Low Preference **Dependability** High Preference

Becomes distracted and places less importance on meeting deadlines, casual about commitments.



Dependable, reliable and consistent, meets obligations and commitments with the minimum of supervision.

Low Preference **Determination** High Preference

Prefers work that can be completed quickly, dislikes having to concentrate over a long period.

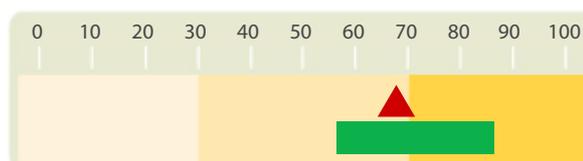


Enjoys overcoming obstacles, very determined and committed, works until task is completely finished.

### Resilience

Low Preference **Stress management** High Preference

Dislikes high-pressure work, finds it hard to relax, quickly becomes tense and irritable, has difficulty handling setbacks.



Works well in high pressure situations, able to cope with multiple demands without being unduly influenced by own emotions.

Low Preference **Self management** High Preference

Openly expresses frustrations, can be impatient and easily annoyed, tends to say things and later regret them.



Calm, easygoing and free from anxiety, keeps emotions in check, rarely expresses anger. Has a calming influence on others.

## PRISM Career Development Analysis [Continued]

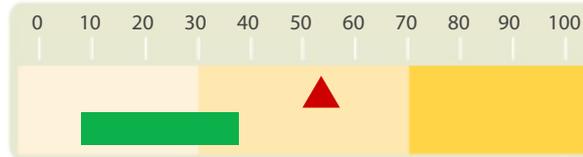
KEY: ▲ Candidate (Underlying) ■ Benchmark

### Thinking skills

Low Preference

Prefers using and building upon tried and tested methods, avoids unconventional or abstract ideas.

#### Abstract thinking



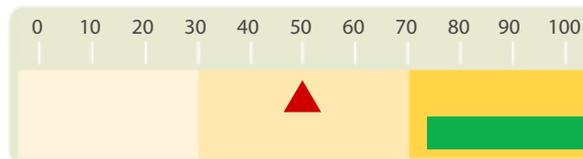
High Preference

Creative, imaginative and original, likes solving problems by thinking laterally, dislikes rules.

Low Preference

Impulsive, makes quick decisions, relies on personal instinct rather than logic to guide choices.

#### Analytical thinking



High Preference

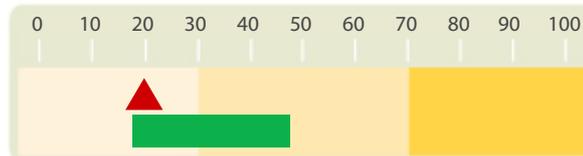
Analytical, cautious and astute, takes a logical approach to problem solving by using all available data.

### Ideal social environment

Low Preference

Needs an environment that has little need for social interaction with people, other than close friends, and which provides both time and private space to reflect on important issues.

#### Need for social interaction



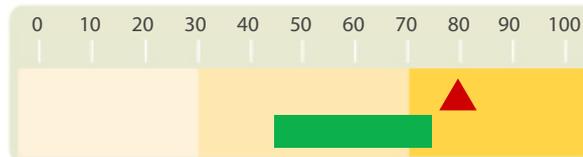
High Preference

Needs an environment that provides considerable opportunity for face-to-face interaction with others to create positive relationships and to gain social acceptance.

Low Preference

Needs an environment that values commitment and efficiency more than harmony, and in which personal achievement and status can be recognised and rewarded.

#### Need for stability



High Preference

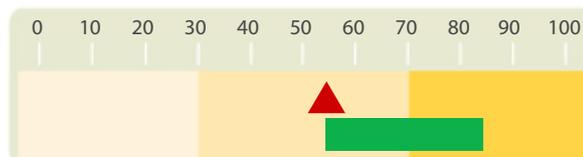
Needs an environment that is predictable, steady-paced and harmonious, and which provides opportunities to be of assistance to others and to be appreciated for providing such help.

### Ideal working environment

Low Preference

Needs a work environment that is strongly focused on achieving effective relationships and in which tough decision making and meeting tight deadlines are relatively unimportant.

#### Need to achieve



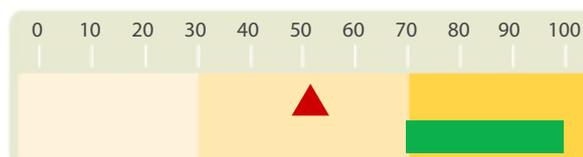
High Preference

Needs a work environment in which being self-motivated, taking responsibility and achieving demanding targets are important, and in which there are opportunities for decision making.

Low Preference

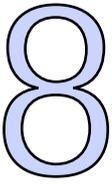
Needs a work environment that is flexible, spontaneous and unstructured and in which attention to small details or rules are relatively unimportant.

#### Need to be right



High Preference

Needs a work environment in which achieving high standards of accuracy and conforming to strict rules are important and in which there is little need for social interaction with others.



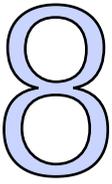
## Emotional Intelligence Report

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This report, based on your responses to the *PRISM* Inventory, highlights your preference for each of the Emotional Intelligence (EQ) dimensions shown below. In reviewing your results, it is helpful to begin by reading the definition of the element being reported. You will find this just below the title of each element. Any results below the Mid Range will give you some indication of development priorities, while any High Range results will reflect a strength you may wish to apply more widely.

The report also shows how your preferences correlate with the five personality dimensions – ‘The Big Five’: Openness to Experience, Extraversion, Conscientiousness, Agreeableness and Emotional Stability. The five dimensions are held to be a complete description of personality. Candidate's graphics are in blue and observers' graphics are in orange (if applicable).

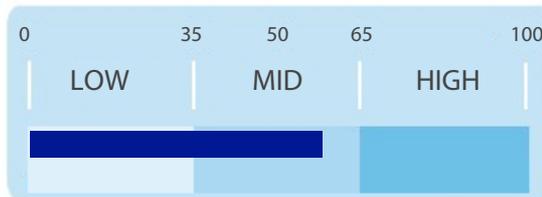




## Emotional Intelligence Report [Continued]

### Self awareness

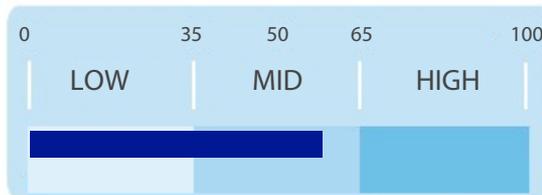
May not always be fully aware of own feelings and emotions in work situations and/or may not be able to control the impact of those emotions and feelings on own behaviour.



Likely to be highly aware of own feelings in a wide range of work-related situations and can remain in control of those emotions and feelings, thus maintaining a positive or optimistic outlook on life.

### Self management

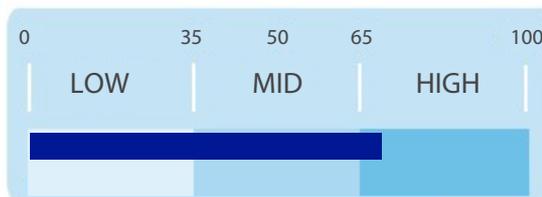
May find it difficult to perform consistently when under pressure. They may also become frustrated by challenge or criticism and therefore find it difficult to continue to perform effectively in these circumstances.



Likely to be able to adapt to a range of situations and to tolerate both criticism and challenge. Also likely to be able to maintain consistent performance in a wide range of situations and when under considerable pressure.

### Self motivation

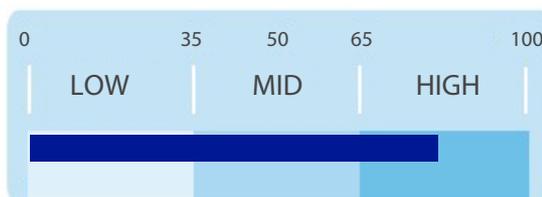
May have a tendency to focus on short-term goals and actions at the expense of clear long-term goals or aspirations.



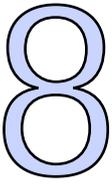
Likely to have a high level of motivation and to show high levels of commitment to long-term goals and results which are pursued in the face of obstacles and setbacks.

### Awareness of others

May not always spend enough time listening to others or be aware of their needs and views and have a tendency to impose their own solutions on others.



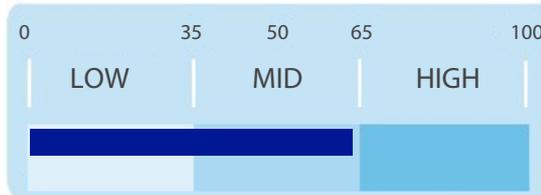
Likely to be highly empathetic to other people and to engage them in problem-solving and decision-making or acknowledge their uncertainties, needs, views and opinions.



# Emotional Intelligence Report [Continued]

## Influencing others

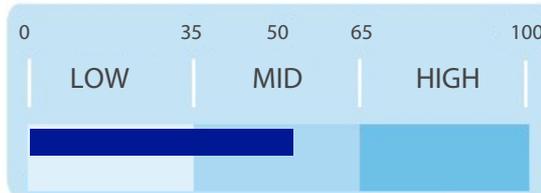
May find it difficult to win others over to own point of view, and may be frustrated by a lack of success in persuading others to change their viewpoint or opinion on an issue.



Likely to be effective in persuading others to change their viewpoint or to adopt their interpretation of a situation, or the need for action.

## Decisiveness

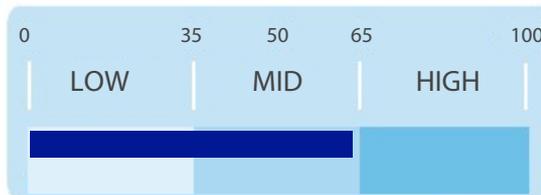
May be uncomfortable making decisions unless in possession of all the available facts and may lack the confidence to use their own experience and instincts.



Likely to be able to make decisions in difficult situations when faced with incomplete or ambiguous information, and use their previous experience as a basis for an intuitive assessment of the decision.

## Consistency

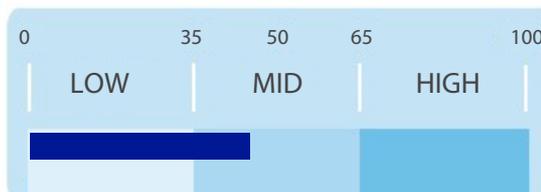
May display inconsistencies between words and actions and willing to 'bend the rules' to get a task completed or to achieve a particular goal.



Likely to display consistency in words and actions over time and also to adhere strictly to rules and have high ethical standards.

## Relationship management

Has a tendency to be independent, self-absorbed and self-reliant, preferring to take decisions without seeking the involvement of others. Also, has a tendency to be rather self-absorbed and not particularly interested in other people's problems.



Has a strong democratic style and is good at meeting the emotional needs of others by taking a close interest in them and their concerns, and effectively managing relationships with them so that they feel involved, valued and motivated.

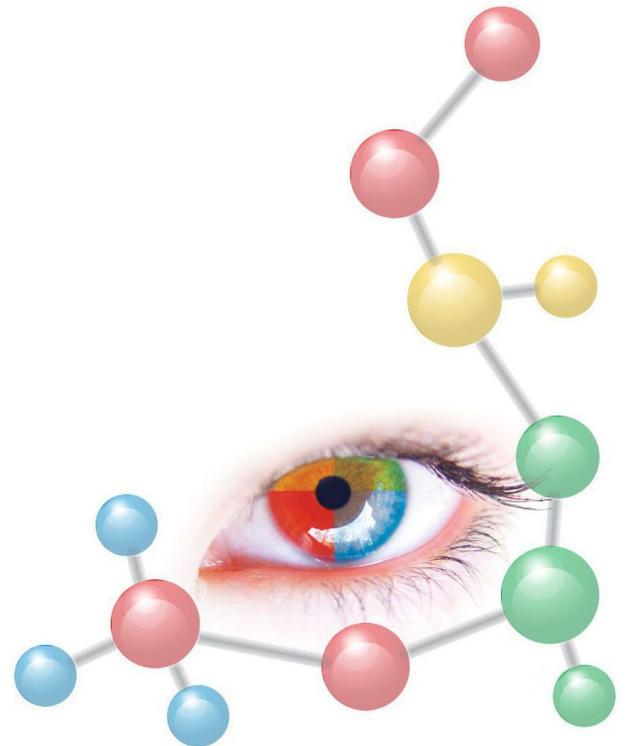
## Emotional Intelligence Report [Continued]

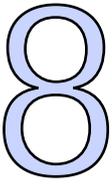
Recent studies indicate that Emotional Intelligence (EQ) influences behaviour in a wide range of domains including school, community, and the workplace. At the individual level, it is believed to relate to academic achievement, work performance, our ability to communicate effectively, solve everyday problems, build meaningful interpersonal relationships, and even our ability to make moral decisions. Given that emotional intelligence has the potential to increase our understanding of how individuals behave and adapt to their social environment, it is an important topic for study as an overall part of human behaviour.

Emotional competence refers to the personal and social skills that define how effectively individuals perceive, understand, reason with and manage their own and others' emotions and feelings. These skills are important at work, because emotions are an inherent part of workplace activities at all levels. There now is a considerable body of research suggesting that a person's ability to perceive, identify, and manage emotion provides the basis for the kinds of social and emotional competencies that are important for success in almost any job. For example, research has found that the primary causes of derailment in management careers involve deficits in emotional competence. The three primary ones are difficulty in handling change, not being able to work well in a team, and poor interpersonal relations.

This Report summarises Sample's preference for each of the eight elements which make up

the overall PRISM Emotional Intelligence model and is based solely on his own self-perception of his Emotional Intelligence strengths. To obtain a more comprehensive picture of his Emotional Intelligence, he should obtain feedback, through the 360 degree process, from those who know him well.





## Emotional Intelligence Report [Continued]

Sample's responses to the PRISM questionnaire indicate that his overall Emotional Intelligence result is within the average range compared to the distribution of results from a sample group of some 2,000 individuals and matches 40% of the target population.

He may, however, find it useful to study each of the individual results in order to identify which EI factors he might wish to develop, or to use more widely, to enhance his performance.

### HIGH

**Self motivation** - He feels that he has a high level of self-motivation to initiate action and is very focused on achieving good results or outcomes. He believes that he shows high levels of commitment to, and focuses on, long-term goals and results, and pursues these with determination even in the face of set-backs and obstacles. He also believes that he demonstrates the physical and mental drive, energy and desire to make an impact and to pursue challenging objectives.

**Awareness of others** - He believes that he is very sensitive to and empathetic with other people. As a result, he believes that he will engage with others and involve them in problem-solving and decision-making. In dealing with other people he believes that he will listen carefully to them and acknowledge their uncertainties, views and opinions. In particular, he feels that he has the ability to recognise and understand the needs, motivations and feelings of others, to respond to these and to be able to resolve conflict between individual, group and organisational needs.

**Self awareness** - He believes that he is generally aware of his feelings and emotions in work situations, but can find himself in some situations in which this is not so. Occasionally, he feels that he does not control the impact of his feelings and emotions on his behaviour as much as he would like to and his decisions are affected accordingly.

**Self management** - He believes that he tends to find some situations much more difficult to handle than others. He also believes that, on occasions, he can become frustrated by being challenged or criticised and, therefore, finds it difficult to continue to perform totally effectively in such circumstances.

### MID

**Influencing others** - He feels that, in some situations, it is necessary for him to win others over to his point of view and he feels frustrated when he fails to persuade others to change their viewpoints or opinions on important issues.

**Decisiveness** - Although he believes that he can balance the differences between fact and instinct-based decision making, there are some situations in which he feels uncomfortable making decisions unless he has had time to collect and study all the information available. He believes there are also situations in which he either lacks the confidence to use his own experience and intuition to fill any gaps in information, or when he feels such intuitive behaviour would lead to a poor decision.

**Consistency** - He believes that, in general, his actions conform to expected behaviours and rules, there are occasions when he will tend to be unduly expedient in his response. He recognises that, as a result, others perceive that there is inconsistency between his words and actions.

### LOW

**Relationship management** - Sample recognises that he has a tendency to be independent and self-reliant, and prefers to take decisions on his own without seeking the involvement of others. He also has a tendency to be rather self absorbed and not particularly interested in other people's problems and finds it difficult to listen to what they have to say.

## 'The Big Five' Report

### THE 'BIG FIVE' PERSONALITY TRAITS

The Five-Factor Model, also known as 'The Big Five', is probably the most widely accepted and used model of personality in the world. There is a strong correlation between *PRISM* dimensions and the relevant 'Big Five' traits.

The 'Big Five' traits are:

**Extraversion**  
**Agreeableness**  
**Conscientiousness**  
**Emotional Stability (the opposite of Neuroticism)**  
**Openness to Experience**

These traits appear to account for most differences among individual personalities, describing five universal dimensions. This report presents your preferences for these traits at three levels: **high preference**, **mid-range preference** and **low preference**. A high preference is regarded as one of 65% or more. A mid range preference score is regarded as between 36 % and 64% and a low preference score is regarded as 35% or less. Your self- perception preference is shown as a blue/grey coloured bar on the above chart. If you are using *PRISM* as part of a 360 degree process, your observers' view of your preference for each trait will be shown as an orange/brown bar. Note: the extent of your preference for the opposite of each trait e.g. 'Introversion' in the case of 'Extraversion', is shown on the left of the '0' central reference.

1. **Extraversion** refers to the degree to which a person can tolerate and/or is stimulated by the energy he or she obtains from people and situations. People with a strong preference for Extraversion tend to be seen as friendly, outgoing and energetic. They seek to influence people and communicate views and ideas easily. Those with a low preference for Extraversion (Introverts) will be content to work on their own and will not feel the need to be surrounded by people.

**Strong preference:** You prefer to be around other people and are talkative, enthusiastic, sociable and fun-loving. You will often become the formal or informal leader. You may not be a good listener because you tend to dominate the conversation.

**Mid range preference:** If you fall in the mid-range on the Extraversion scale, you

tend to move easily from working with others to working alone. You have a moderate threshold for sensory stimulation and may tire of it after a while.

**Low preference:** If you have a low preference for Extraversion (an Introvert), you prefer working alone. Typically, you are a serious, quiet, private person who may opt to write or email instead of talking to others. Others may consider you cold or uncaring.

2. **Agreeableness** refers to one's preference for accommodating the needs and concerns of others. A person who has a low preference for Agreeableness tends to focus on his or her own personal priorities.

**Strong preference:** You tend to relate to authority and to other people by being tolerant, empathetic and accepting. You may come across as helpful, caring, conflict-averse and even soft because you will yield your position for the benefit of others.

**Mid range preference:** You can shift between competitive and cooperative situations and usually push for a win-win strategy.

**Low preference:** You relate to authority and to others by being direct, tough-minded, forceful, and competitive. At times, you may come across as hostile or self-centered.

3. **Conscientiousness** refers to one's preference for attention to detail and rule-following. A person with a strong preference for Conscientiousness tends to be thorough and good at follow-through when accomplishing one or more goals. A person with low for Conscientiousness prefers multitasking and a more spontaneous work style.

**Strong preference:** You work toward goals in a disciplined, focused and dependable fashion. You proceed in a linear, sequential manner, with a strong will to achieve high quality results, free of errors. You typically consolidate your time, energy and resources in pursuit of

[Continued]

## 'The Big Five' Report [Continued]

your goals.

**Mid range preference:** You tend to keep work demands and personal needs in balance. You can switch from focused activities to spontaneous diversions without much effort or stress.

**Low preference:** You tend to approach goals in a relaxed, spontaneous, open-ended way. Your mind can switch tracks on the run. You may be a procrastinator, viewed as casual about responsibilities, or be rather disorganised.

4. **Emotional Stability** refers to a person's ability to handle stressful situations in a calm, steady, rational and secure way. A person with a strong preference for Emotional Stability is very calm and relatively unaffected by stress that often burdens others. A person with a low preference for Emotional Stability is very reactive and prefers a stress-free workplace.

**High preference:** You tend to respond to stressful situations in a calm, secure and rational way. Typically, you are relatively stress-free. However, unless you are very attentive, you may appear to others to be too laid back and relaxed. Others may even perceive you to be uncaring, lethargic, insensitive or unaware of problems. You may need to take this into consideration if you want to nurture good working relationships.

**Mid range preference:** You are responsive and tend to be calm, secure and steady under normal circumstances. You have a moderate threshold for handling workplace stress.

**Low preference:** You may have a shorter emotional "trigger" and can't take much stress before feeling it. Under stress, you may appear irritable, tense, restless, depressed, easily discouraged, temperamental or worried. In tough times, you need time to vent your frustrations or alleviate your concerns before you're ready to tackle the next job challenge.

5. **Openness to Experience** refers to one's originality of thought or openness to new experiences. A person with

a strong preference for Openness to Experience has an appetite for new ideas and activities, and is easily bored. Those with a low preference for Openness to Experience prefer familiar territory and tend to be more practical.

**Strong preference:** You tend to have many broad or artistic interests and like to be cutting-edge. You are often curious, introspective and reflective, seeking new experiences and thinking about the future. You may be easily bored. Others may view you as impractical or unrealistic.

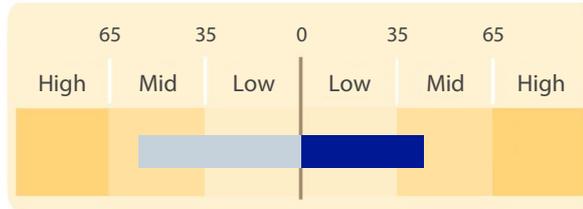
**Mid range preference:** You tend to be somewhat down to earth, but you'll consider a new way of doing something if convinced. You aren't known for your creativity or curiosity, but you appreciate innovation and efficiency.

**Low preference:** If you are in the low range for this preference, you are practical and down to earth. You approach work with efficiency and are comfortable with repetitive activities. Others may view you as conservative, narrow in your thinking, set in your ways, or even rigid.

## 'The Big Five' Report [Continued]

### Introversion

A tendency to be quiet, reserved and unassertive and to have a strong preference for working alone and controlling own feelings.

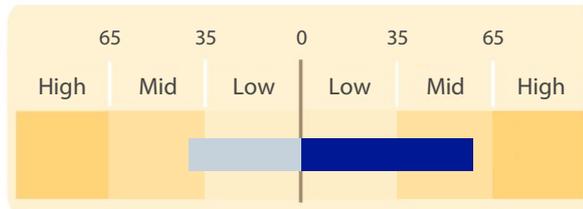


### Extraversion

A tendency to be sociable, energetic and assertive and to have a strong preference for being around people and being involved in their activities.

### Low agreeableness

A tendency to be independent, forthright and demanding, and to have a strong preference for relating to others by being tough, distant and persistent.

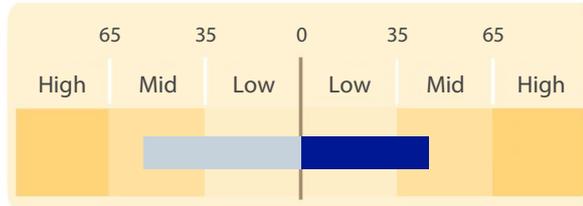


### High agreeableness

A tendency to be sympathetic, cooperative and considerate, and have a strong preference for deferring to others and for relating to them by being tolerant and accommodating.

### Low conscientiousness

A tendency to be impulsive, flexible and easily distracted and to have a strong preference for approaching goals in a relaxed, spontaneous, casual fashion.

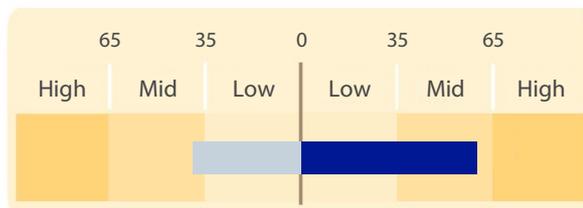


### High conscientiousness

A tendency to be dependable, consistent and thorough and to have a strong preference for focusing on goals in an industrious and highly disciplined manner.

### Low emotional stability

A tendency to be moody, anxious and pessimistic and to have more self-doubts, negative emotions and less satisfaction with life than most people.

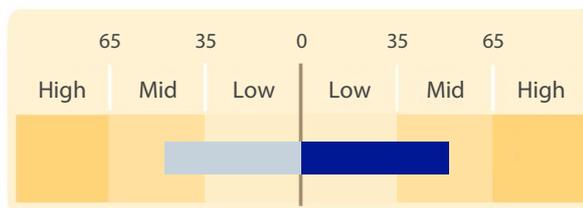


### High emotional stability

A tendency to be calm, stable and unflustered and to have a strong preference for being rational and rather impervious to stress and environmental pressures.

### Low openness to experience

A tendency to be conventional, cautious, and follow rules and to have a preference for having a factual, down-to-earth, realistic approach to everyday life.



### High openness to experience

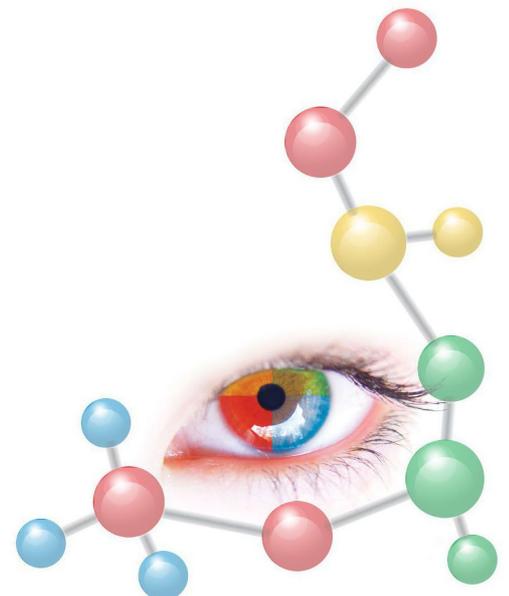
A tendency to be imaginative, spontaneous and flexible and to have a strong preference for discovering new experiences or new ways of doing things.

## Mental Toughness Report

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There is widespread, growing interest in understanding the relationship between behavioural preferences and business success, and research has identified a cluster of nine behavioural strengths, or competencies, that are linked to both mental toughness and peak leadership performance. The *PRISM Mental Toughness Inventory* measures a candidate's preference for each of those behaviours. They include: self-belief, ambition, resilience, self-management, optimism, determination, independence, competitiveness and adaptability. The *PRISM Mental Toughness Inventory* is an exciting advance in the ability to measure the building blocks that are scientifically linked to business success.

**It is important to note, however, that in addition to mental toughness strengths, high performance leaders are also very effective at relationship building and relationship management, and excel at developing and motivating others through whom they achieve their results.**



## Mental Toughness Report [Continued]

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The mental toughness competencies covered by the Report are:

### **Self Belief**

Having and expressing an unshakable belief in one's own skills, talents and abilities to perform successfully at the highest levels despite tough opposition.

### **Ambition**

Having high aspirations to set one's own standard of excellence and to achieve status, recognition or reward by being driven to succeed unconstrained by others.

### **Resilience**

Having the behavioural persistence to bounce back quickly from difficulties and to see setbacks as nothing more than a minor distraction along the road to ultimate success.

### **Self Management**

Having the ability to manage effectively one's own impulsive emotions and to maintain consistently good performance even when under pressure.

### **Optimism**

Having the ability to see 'the big picture', identify opportunities and maintain a strong, positive frame of mind despite setbacks and difficulties.

### **Determination**

Having the ability to maintain a strong drive and goal focus and avoid distractions that can interfere with optimum performance, regardless of what else is happening.

### **Independence**

Having the ability to work comfortably on one's own with a minimum of supervision, or without seeking the advice or opinions of others and to be accountable for one's actions.

### **Competitiveness**

Having a strong desire to strive for competitive success, but primarily focusing on challenging oneself to reach optimal performance.

### **Adaptability**

Having the ability to modify one's approach to changing situations and to take calculated risks in order to achieve success or the competitive advantage.

## Mental Toughness Report [Continued]

This Report is designed to provide you with an opportunity to review the behavioural preferences necessary for responding to the challenges of the modern business environment. It provides you with a set of scores measuring your mental toughness preferences, based upon your replies to the *PRISM* Professional Inventory.

Each measurement in the Report has four possible ratings:

**A Development Need:**

Your level of mental toughness in this competence is low and likely to be restricting your overall effectiveness. Your Report indicates that you will feel uncomfortable using the behaviours associated with this competence and will avoid them if at all possible. Developing your skills in this competence is likely to be essential to your long-term personal growth and success.

**A Development Opportunity:**

Your level of mental toughness in this competence is less than adequate, and there is opportunity for self improvement. You should, therefore, take the opportunity to develop this competence into a natural strength.

**A Natural Strength:**

You have a natural mental toughness strength in this competence. You should, however, build on this strength by considering additional strategies to use it more effectively.

**A Potential Overdone Strength:**

Your score indicates that you have above average mental toughness in this competence, but you need to be careful not to overdo this strength otherwise it could undermine your overall performance. For example, being 'competitive' is a strength, but it can be counter-productive when used to excess and used internally to compete unnecessarily with work colleagues.



## Mental Toughness Report [Continued]

### Getting the most from this Report

To get the best results from this Report it is important to study it closely and then follow the five steps listed below, but it is also beneficial to share its contents with those who know you well and ask for their feedback.

#### Step One

List the natural strengths identified in your Report that you recognise and accept as your key strengths and consider how they add value to your personal performance. Now, identify several strategies that you can implement with immediate effect to increase the effectiveness of those strengths.

#### Step Two

List any key development areas identified in your report that you recognise as true of you and decide what actions you will take to address this challenge. You may find it useful to discuss these with your *PRISM* Practitioner or line manager.

#### Step Three

List any areas for development identified in your Report that surprised you. Pause and consider the potential impact of these behaviours on your overall performance. These may represent 'blind spots' and you may need to consider asking for feedback from those who know you well and who are familiar with your day-to-day work.

#### Step Four

Identify the key challenges you are facing in your job performance at present and consider how you can use your identified strengths more effectively to enhance your performance. Discuss your report with your *PRISM* Practitioner or line manager, paying particular attention to those behaviours that require further development, and consider what development options are available to you.

#### Step Five

Identify those behaviours that you may overdo when you are under pressure or in conflict with others and consider what actions you will take to avoid their negative potential in such circumstances.

Finally, think of the opportunities that arise from this Report to set some new goals for your personal performance development. Remember developing clear goals and achieving them puts you in charge of your life. A goal is a measurable written statement of a definite next step. Clearly define 3-4 important goals that you would like to achieve and by what date you intend to achieve each of them.

All descriptions used in this Report are designed for you to consider in the light of your day-to-day work, but it is for you to decide how relevant they are to your performance in your job. The Report should, therefore, be used as a guide to self reflection and personal assessment. Higher scores are associated with greater levels of mental toughness and thus enhanced business performance, but, ultimately, success will depend upon how committed you are to using the information provided in the Report to enhance your own development.



## Mental Toughness Report [Continued]

### Self Belief

Having and expressing an unshakable belief in one's own skills, talents and abilities to perform successfully at the highest levels despite tough opposition.



### Ambition

Having high aspirations to set one's own standard of excellence and to achieve status, recognition or reward by being driven to succeed unconstrained by others.



### Resilience

Having the behavioural persistence to bounce back quickly from difficulties and to see setbacks as nothing more than a process along the road to ultimate success.



### Self Management

Having the ability to manage effectively one's own impulsive emotions and to maintain consistently good performance even when under considerable pressure.



### Optimism

Having the ability to see 'the big picture', identify opportunities, and maintain a strong, positive frame of mind despite setbacks and difficulties.



## Mental Toughness Report [Continued]

### Determination

Having the ability to maintain a strong drive and goal focus and avoid distractions that can interfere with optimum performance, regardless of what else is happening.



### Independence

Having the ability to work comfortably on one's own with a minimum of supervision, or without seeking the advice or opinions of others and to be accountable for one's actions.



### Competitiveness

Having a strong desire to strive for competitive success, but primarily focusing on challenging oneself to reach optimal performance.



### Adaptability

Having the ability to modify one's approach to changing situations and to take calculated risks in order to achieve success or the competitive advantage.

